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#### 14. ABSTRACT

Replete information exists within federal government agencies. However, a one-stop-shop service does not exist for Air Force contracting professionals who must learn the sweeping changes of Performance-Based Service Contracts (PBSC). This project includes a web-based central repository of PBSC knowledge. The objectives, or deliverables, will be available for downloading at this center. Contracting, functional customers, and contractors are the target audience. Partnering efforts include AFSPC/LGC, PACAF/LGC, and RAND. This training web site was the official Air Force Online training for PBSC during 1999 Acquisition & Logistics Reform Week, 7 - 11 Jun 99.

#### 15. SUBJECT TERMS

Performance Management; Performance Measurement; Performance-Based; services; results; AFI 63-124; performance-based service contracts

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a. REPORT	b. ABSTRACT	c. THIS PAGE	77 17 7/ 1	100	20. TELEPHONE NUMBER	
Unclassified	Unclassified	Unclassified	Unlimited	188	DSN: 596-4085	

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AFI 63-124

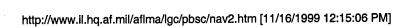
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#### **Executive Summary**

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## Performance Based Services An Executive Summary

#### Air Force Logistics Management Agency

AFLMA/LGC 501 Ward Street MAFB Gunter Annex AL 36114-3236 1gc@aflma.gunter.af.mil





#### Overview

- Why PBSC
- Top-level commitments





It's about obtaining higher levels of contractor performance.

It's about nurturing a synergistic partnership.

It's about commercial contracting.

Source: "Acquisition Planning for Commercial Activities Competition"

 $<\bc$ 





#### Benefits of PBSC

- · Achieves better prices and performance
- · Clearly defines performance requirements
- Grants contractors flexibility
- Requires less surveillance
- · Motivates contractors towards innovation





# Review • Why PBSC • Top-level commitments



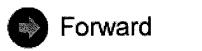


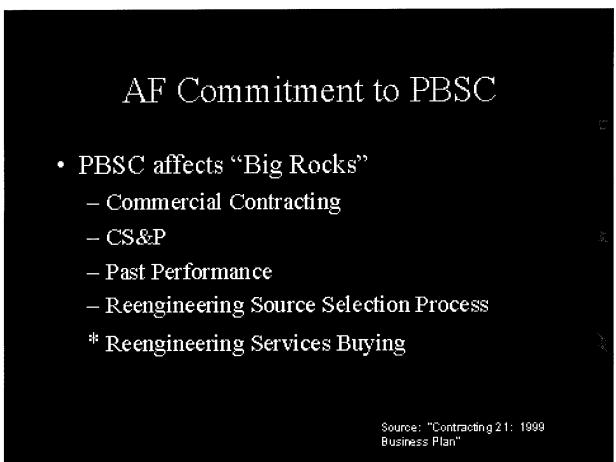
#### Top-Level Commitments

- The President's FY99 Budget includes converting service contracts to PBSC methods
- · OFPP Pilot Project demonstrated validity
  - 15% price reduction
  - 18% increase in customer satisfaction
  - Validated 20 years of positive experiences

Source: Memo, DUSD(AR), 2 Jul 98











# Review

- Why PBSC
- Top-level commitments

#### **Executive Summary**

AFI 63-124 😁

Background

Major changes

New terms

Develop 2 SOWs

Quality As France

Writing Ws

Configurate Metrics

#### Return

#### **Scenarios**

(try your hand at these exercises or use them to fuel your discussion groups)

#### **Download ALL**

(use to print out an entire presentation or use in your training and/or outreach programs)



# AFI 63-124 Performance Based Service Contracts

Air Force Logistics Management Agency

AFLMA/LGC 501 Ward Street MAFB Gunter Annex AL 36114-3236 Igc@aflma.gunter.af.mil

# Overview

- Background
- Major changes
- " New terms
- Developing SOWs
- Quality Assurance

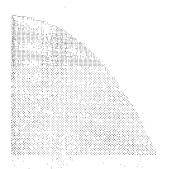




# Background

- Escalating cost comparison studies
- Commercial acquisitions improve the service contract process
- Building functional partnerships
- Building service partnerships





### Review

- Background
- Major changes
- New terms
- Developing SOWs
- Quality Assurance





- Replaces AFM 64-108, "Service Contracts"
- Replaces AFI 63-504, "Quality Assurance Evaluator Program"
- Applies to all service contracts
   \$100K--see the AFI for exceptions
- Encourages maximum use of commercial acquisitions

Source: AFI 63-124 and HQ AFSPC/LGC





# AFI 63-124's Philosophy

- Flexible acquisitions
- Promotes Acquisition Reform
- Performance, not process
- Formalizes a team approach
- Applies a life-cycle view

Go Commercial

Source: AFI 63-124 and HQ AFSPC/LGC





# Things You Won't Find

- 40 pages of mandatory language
- Emphasis on monetary deductions
- 100% inspections
- Random sampling preference
- Oversight mindset



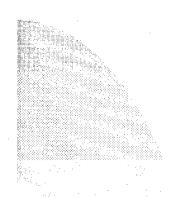


# Things You Will Find Team Approach

- Performance Management Council
- Installation Business Advisor
- Business Requirements Advisory Group (BRAG)
- Functional Director or Functional Commander
- Centralized PerformanceManagement Office (by option)







## Market Research, A Joint Venture

- Determine if commercial solution
- E Identify commercial practices
  - Takes both contracting and functionals
  - ◆ Learn requirement, terms & conditions, warranties, contract format, performance incentives, solicitation/evaluation methods, quality assurance methods



#### Review

- Background
- Major changes
- New terms
- Developing SOWs
- Quality Assurance

#### **New Terms**

- BRAG--"business solution team"
- Centralized Perf Mgt Team--a "centralized quality assurance office"
- Partnering--a "governmentcontractor relationship that promotes achievement of mutual beneficial goals"
- SOW--a "performance-based description of the service"

Source: AFI 63-124





### **Some Other New Terms**

Old New

- PWS → SOW (aka PWS, Work Statement, SON, SOO, TRD)
- FAC → Functional Director or Commander (FD/FC)
- QAE → QA Personnel (QAE and QAS)
- PRS → Service Delivery Summary (SDS)



### Review

- Background
- Major changes
- New terms
- Developing SOWs
- Quality Assurance





# Developing SOWs

- Complies with commercial terms & conditions
- Describes "what," not "how"
- Includes measurable performance objectives
- Includes historic and projected workload data
- Cites instructions by specific reference

Source: *AFI* 63-124





#### **SOW Format**

- Description of Services
- Service Delivery Summary (SDS)
- Gov't Furnished Property and Services
- General Information
- Appendix/Appendices

SDS is the foundation of the requirement, the other sections just supplement this

Source: AF/63-124 and HQ





# **Service Delivery Summary**

- Includes Performance Objectives and Performance Thresholds
- Captures requirement at outcome level
- Not the Performance Requirements Summary (PRS)
  - Objectives are outcomes, not tasks
  - ◆ No percentages, no deducts
  - Surveillance not included



### Review

- Background
- Major changes
- New terms
- Developing SOWs
- Quality Assurance





### **Quality Assurance Surveillance Plan**

- Performance objective
- Performance threshold
- Method of surveillance
- May be included in solicitation
- \* Partnering may produce metrics

Source: AFI 63-124







- Insight...partnering with contractor
- Build QA into program from beginning
- Rely on contractor's quality control program
- Eliminates QA's from duplicating contractor's quality control
- Inspection = validate contractor metrics





### Review

- Background
- Major changes
- New terms
- Developing SOWs
- Quality Assurance

Executive Summary

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# Writing Performance-Based Statements of Work (SOWs)

#### Air Force Logistics Management Agency

AFLMA/LGC 501 Ward Street MAFB Gunter Annex AL 36114-3236 Igc@aflma.gunter.af.mil



#### **Overview**

- Before we get started...
- The process
- Other useful tips



### Before We Get Started, Tips To Remember

- RFP promotes results through partnership
- Set the stage for a fair process
- Don't underestimate time, labor, skills
- Goal: attract qualified suppliers, not drive them away

Source: "Designing Effective RFPs for Performance-Based Contracts"



#### For a Fair Process...

- Make inability to achieve outcome the only barrier to participation
- Be explicit and realistic about info that bidders provide
- Establish evaluation criteria and link to requested info

Source: "Designing Effective RFPs for Performance-Based Contracts"

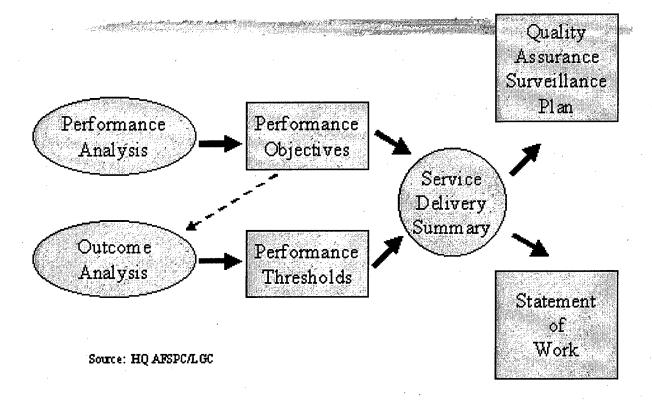


#### Review

- Before we get started...
- The process
- Other useful tips

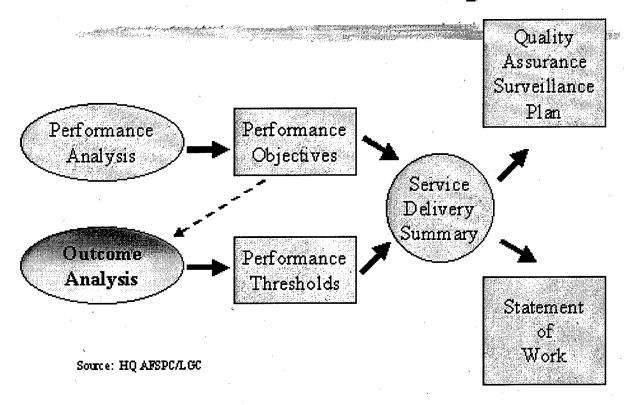


#### The Process





#### The Process—Outcome Analysis





#### **Outcome Analysis**

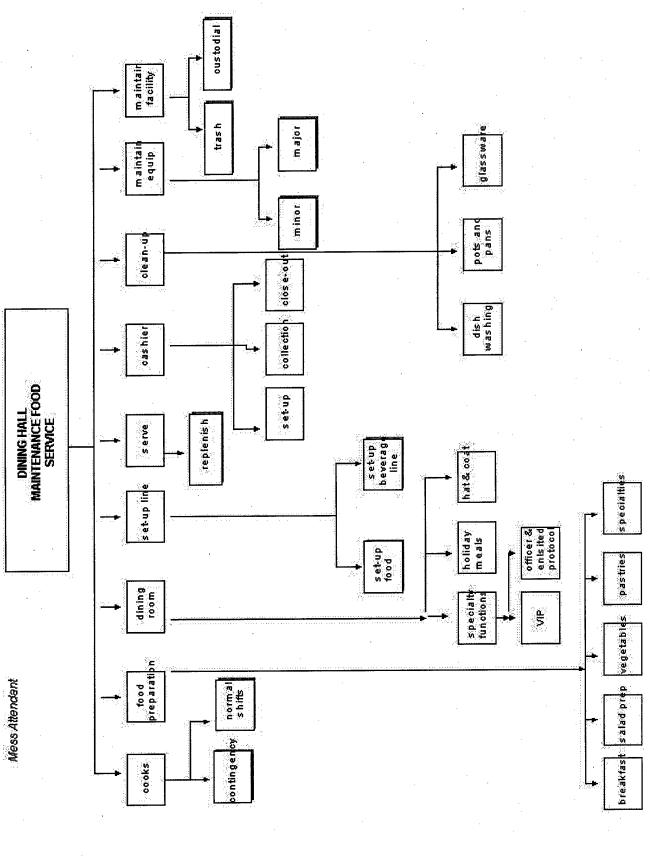
- Identify Performance Objectives
  - Services and required output
  - What or end results
- Breakdown tasks into multiple levels
  - Tree diagram or other tool

Source: HQ AFSPC/LGC, emphasis added



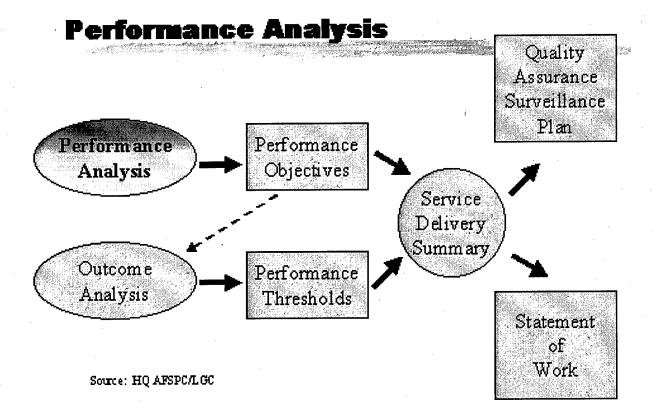






http://www.il.hq.af.mil/aflma/lgc/pbsc/Writing%20SOWs/sld008b.htm (1 of 2) [11/16/1999 12:17:14 PM]

#### The Process—







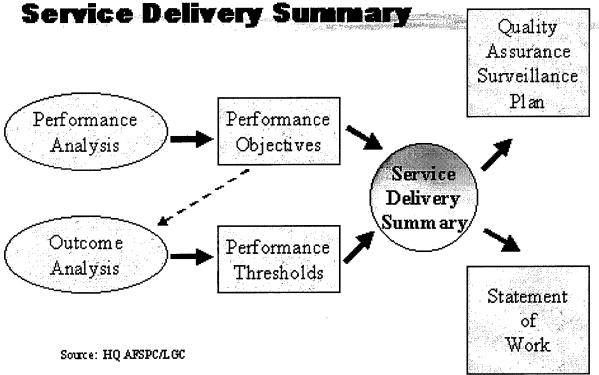
#### Performance Analysis

- Use Performance Objectives from Outcome Analysis
- Establish Performance Thresholds
  - Rarely 100%
  - May be desirable...like 95%
- Use commercial standards when available

Source: HQ AFSPC/LGC



# The Process—







#### Service Delivery Summary

- Includes Performance Objectives and Performance Thresholds
- Captures requirement at outcome level
- Not the Performance Requirements Summary (PRS)
  - Objectives are outcomes, not tasks
  - No percentages, no deducts
  - Surveillance not included

Source: HQ AFSPC/LGC





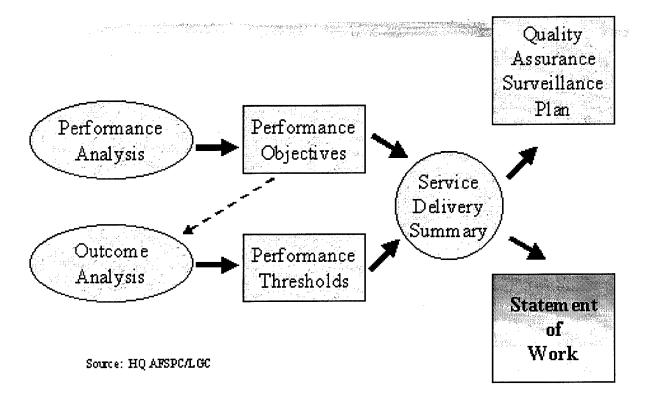
### Service Delivery Summary **Example**

Performance Objective	SOW para.	Performance Threshold
Comply with sanitation requirements of the food code and state and local laws/regulations, which results in a satisfactory or better rating in health inspections.	9.d(3), 13 b.,15, and 16.a(4)	100% of the time
The contractor shall accomp lish the food preparation tasks IAW recipe cards and serve in standard portions.	1.3.c.	95% of merou items per meal period

Source: HQ AFSPC/LGC



#### The Process-Statement of Work





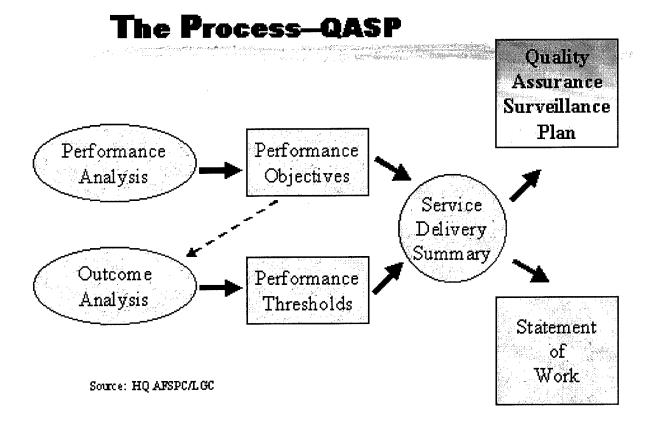


#### **SOW Format**

- Description of Services
- Service Delivery Summary (SDS)
- Gov't Furnished Property and Services
- General Information
- Appendix/Appendices

SDS is the foundation of the requirement, the other sections just supplement this AFS PC/LGC







# Quality Assurance Surveillance Plan

- Ensures quality performance is a dual responsibility
  - Contractor is responsible for quality control, or "QC"
  - Government is responsible for quality assurance, or "QA"
- A "quality management system" ties these two responsibilities together





#### **Quality Assurance** Surveillance Plan

- Performance objective
- Performance threshold
- Method of surveillance

Partnering may produce metrics

Source: AFI 63-124





# Quality Assurance Surveillance

#### Past and Present

- Past: In the past the government was left with 4 methods of surveillance; 100
   Periodic, Customer Complaint and random sampling
- Present: Flexibility is now key; Additionally, quality indexing, Metrics, trend analysis, 3rd party audits, etc.



#### Review

- Before we get started...
- The process
- Other useful tips





#### Reference to AFIs & Pubs

- Question necessity of reference
- Only cite specific chapter or paragraph
- Include in text for Description of Services along with applicable requirement
  - e.g., food service contractor shall ensure only authorized individuals are served, IAW AFI 34-241, para. 1.1

Source: AFT 68-124 and HQ AFSPC/LGC





#### **On Tailoring Your Contract**

- Increasing contract length reduces potential for opportunism, but limits adjustments to changing circumstances
- Use other contract provisions to manage opportunism and uncertainty
  - Minimum purchase requirements
  - Price adjustment provisions
  - Renegotiation

Source: RAND's "Strategic

Sourcing: Theory and Evidence from

Economics and Business

Management"





#### **Measuring Success**

- Use direct, quantifiable measures
- Use indirect, substitute measures
  - Health of lake: PPM of toxins
- Use examples, lists, deadlines, statements

Source: "Performance Measurement in Government"





#### Review

- Before we get started...
- The process
- Other useful tips

#### **Executive Summary**

AFI 63-124

Writing SOA

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Basics

Pre-Awa

Quality Assurance

**Metrics** 

#### Return to Main

#### Scenarios

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# Contractor Metrics

Air Force Logistics Management Agency

AFLMA/LGC 501 Ward Street MAFB Gunter Annex AL 36114-3236 lgc@aflma.gunter.af.mil





#### Overview

- Basics
- Pre-Award Items
- Quality Assurance
- Metrics

Slide 2 of 25







#### Oversight

- Inspections aimed at detecting problems
- ◆ Customer performed

#### Insight

 Customer's risk-based understanding, validation, surveillance of contractor's management and performance metrics

Source: HQ AFSPCAGC

Slide 3 of 25





# Fix the Cause, Not the Defect

- Shift responsibility of service quality to contractor
- Validate, not duplicate, contractor's quality system
  - Requires minimal resources with acceptable risk

Source: HQ AFSPCAGC

Slide 4 of 25





## **Industry Uses Metrics, Too**

- As buyers, to choose among sources
- To design the contract
  - ◆ Work scope, outcome-oriented
  - ◆ Always open to adjustment
- Each relationship has its own set
- - ◆ Cost, responsiveness, quality

Bottom line: To improve processes

Source: RAND's "Commercial Sourcing: Patterns & Practices in Facility Management"

Slide 5 of 25



### Review

- Basics
- Pre-Award Items
- Quality Assurance
- Metrics





## Inspection of Services

- Required on every contract
- Provides right to inspect anytime, anywhere
- Requires contractor's inspection system
- Forces contractor to re-perform deficient services

Source: HQ AFS PC/LG C





# The Commercial Items Clause Contains a Paragraph on Inspection and Acceptance

- Only tender acceptanceconforming items
- Gov't reserves right to inspect services tendered for acceptance
  - ◆ Requires some surveillance
- Gov't may require re-performance of non-conforming services

Source: HQ AFSPC/LGC





# Pre-Award Communications

- Issue a draft QA plan as part of solicitation but not part of resulting contract
- Listen to contractors
- Apply good ideas

Source: HQ AFS PC/LGC



## Review

- Basics
- Pre-Award Items
- Quality Assurance
- Metrics





### Monitoring and Evaluating

- Plan before contract
- Tailor monitoring to each service
- **Build trust**
- Tap contractor for criteria
- Create an evaluation MIS
- Use market incentives

Source: "The Basics of Perform ance-Based Contacts: Lessons From State and Local Governments"





# Key Ingredients of a QASP

- Identifies basic sources of contract data
- Identifies desired quality levels
- Identifies Gov't resources
- Emphasizes business partnership

Source: "GSA's Pledge to PBSC for Building Services"





## Quality Assurance Surveillance Plan

- Not a contractual item
  - ♦ What we inspect
  - ♦ When we inspect
  - ◆ How we inspect is our choice
- BRAG develops QASP with SOW and Performance Thresholds
- Tailored to requirement

Source: HQ AFS PC/LG C



## QASP Example

Performance	SOW	Performance
Objective	para.	Threshold
Prepare food IAW recipe cards	13c.	95% of memi items per meal period

Method of Surveillance: QAEs will verify weekly, during one meal period, 100% of the food prepared and served. The QAE will vary meal periods from week to week. The QAE will verify that contractor generated metrics accurately reflect inspection results.

Source: HQ AFSPC/LGC





## Level of Surveillance

- Balance requirement and risk
- Sometimes more frequent at start
- BRAG reviews QASP throughout the life cycle

Source: HQ AFS PC/LG C





#### Surveillance Methods

- Audit contractor-provided QA
- Periodic inspection
- Customer feedback
   ■
- Contractor's metrics

Source: HQ AFS PC/LG C





## **Periodic Inspection**

- Flexible
- Can provide more confidence
- Can validate:
  - ◆ Contractor-provided metrics
  - ◆ Contractor inspection records
  - ◆ Contractor inspection proficiency

Source: HQ AFSPC/LGC







- After all, target contract performance to meet customers' needs
  - ◆ Customer surveys
  - ◆ Customer voice

Source: HQ AFSPC/LGC and RAND's "Innovative Uses of Performance Metrics in Strategic Sourcing"



#### Review

- Basics
- Pre-Award Items
- Quality Assurance
- Metrics







- Provide status of performance
  - ◆ Accurate
  - ◆ Meaningful
- Contractor MIS
- Gov't job is insight...

Source: HQ AFSPC/LGC and RAND's "Innovative Uses of Performance Metrics in Strategic Sourcing"





#### **Performance Incentives**

- Past performance data
- Award fee
- Incentive fee

Source: HQ AFS PC/LG C





## **Choosing Appropriate Metrics**

- Link metrics to strategic goals
- Track results
  - ◆ Outcome-oriented
  - Process-oriented
- Either quantitative or qualitative

Source: RAND's "Innovative Uses of Performance Metrics in Strategic Sourcing"





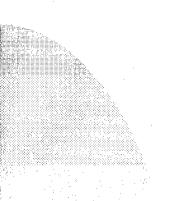
## **Evaluation Categories**

- Cost
- Customer satisfaction
- Safety
- Human Resource policies
- Using technology
- Training
- Financial stability
- Special interests
- Socio-economic goals

Source: RAND's "Innovative Uses of Performance Metrics in Strategic Sourcing"







## Contractor Responsibilites

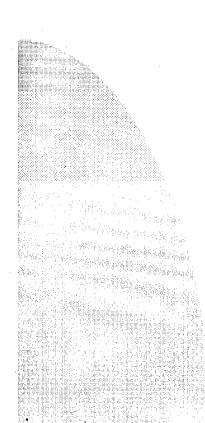
- Generate savings
- Think strategically
- Raise the bar--continuously

#### And the Result...

- Share savings with Gov't
- Achieve strategic goals
- Reap incentives

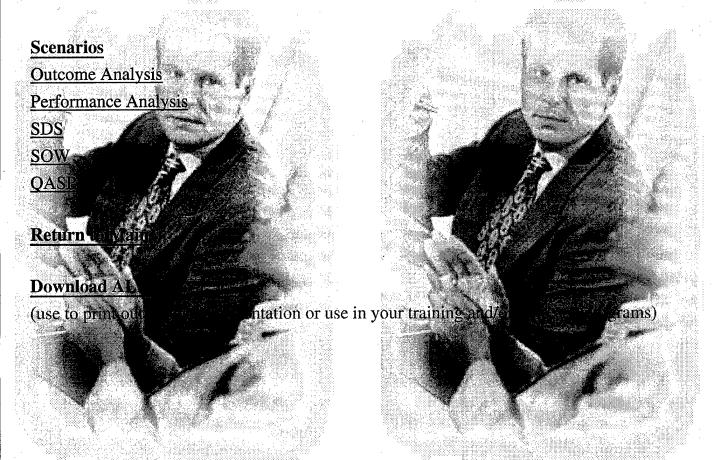
Source: "Challenges and Strategies for Moving to Performance-Based Service Contracting in the Federal Government"





## Review

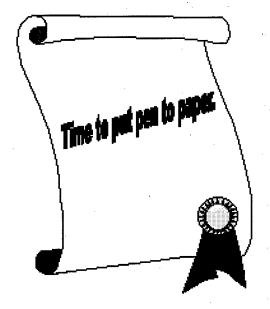
- Basics
- Pre-Award Items
- Quality Assurance
- Metrics





#### **PBSC SCENARIOS**

- Outcome Analysis
- Performance Analysis
- **SDS**
- SOW
- QASP







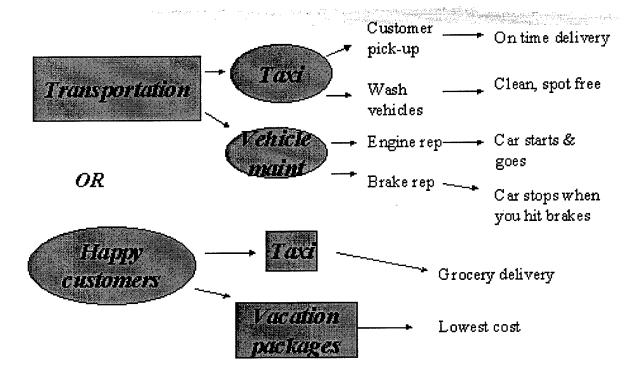
## Scenario 1: Outcome Analysis Practice Run

- Select the outcome-based requirement from old-style, task-based requirement
- Develop 3 Outcome Analysis statements to include in the SOW





#### Which best reflects Outcome **Analysis?**







## Who is Responsible?

You have just become assigned to a BRAG. The Functional Director believes the SDS doesn't reflect the changes in work over the last 5 years. Who is going to do the fixing?





#### Select the 3 best Outcome-**Based Statements**

- All stealth craft require carbon fiber 2868
- Maintain low to no detection to the enemy
- Food lines open at 1200 sharp
- Food lines properly stocked for patrons during the meal period
- Cut the grass weekly and during the general's visits
- Maintain the grass uniformly green to an acceptable height



## Scenario 2: Performance Analysis Practice Run

- After running outcome analysis, you still need a performance level.
- Write a performance level for the grass length on a grounds maintenance contract.





#### Performance Analysis

- Turn 3 outcome statements into performance statements.
  - Maintain the grass
  - Ensure customer taxi delivery
  - 3. Perform cashier services and ensure accurate cash collections
- What might the performance analysis require as standards?





#### **Performance Analysis**

- In both of the following, differentiate the objective from the performance threshold.
  - 1. Prepare Food IAW world wide menu card. 100% of menu items appear on the day's world wide menu card.
  - 2. Ensure MFH unit is ready for scheduled arrival date. Units unavailable require local accomodations paid by vendor 100 % of the time.





#### Scenario 3: Translate Outcome **Analysis & Performance Analysis** into the SDS

#### Insert a Performance Objective and Performance Threshold into the SDS

Performance Objective	SO W para.	Perform ance Threshold
The contractor shall accomplish the food preparation tasks IAW recipe cards and serve in standard portions.	1.3.c.	95% of menu items per meal period





#### Scenario 4: Statement of **Work Practice Run**

Objective: Know the outline of the SOW

Pick out the correct order for the SDS, Description of Services, Appendices, Government-Furnished Property and Services, and General Information

1	2	
3.	4	
5.		





#### Statement of Work

- Objective: Distinguish what is in/not in the SOW, and where it goes
  - 1. Method of Surveillance
  - 2. Fertilizer provided by CE
  - 3. AFI 32-4008, coded mandatory
  - 4. Quality assurance language
  - 5. Market research forms.





#### **Quality Assurance** Surveillance Plan

- Objective: Identify the source document for starting to write the Quality Assurance Surveillance Plan (QASP)
  - PRS
  - PWS
  - 3. SOW
  - 4. SDS
  - 5. QC PLAN





#### Scenario 5: Quality Assurance Surveillance Plan Practice Run

- Objective: Determine appropriate surveillance method for each listed requirement to include in the QASP
  - 1. Pick up military family housing trash from 0800 - 1000, Wednesdays
  - 2. Mow General Haphazard's lawn daily
  - 3. Billeting linen free of hair, spots, stains
  - 4. Aircraft painted IAW SOW
  - 5. Air conditioning maintenance





#### Quality Assurance Surveillance Plan

- Objective: Demonstrate knowledge of the preferred government emphasis on quality assuring contractor services. When defects are found, the preferred method is:
  - 1. Have another contractor perform the service?
  - 2. Have the government perform the service?
  - 3. Deduct money?
  - 4. Reperformance?
  - 5. Reperformance and take money?
- Explain





#### **PBSC Scenario Overview**

- Know the PBSC process to writing an RFP
- 🛮 Use outcome analysis
- Select adequate performance measures
- Write mean, lean, quality assured SOWs
- Quality assure relying first on quality control



Partnering With Industry

**Disentives** 

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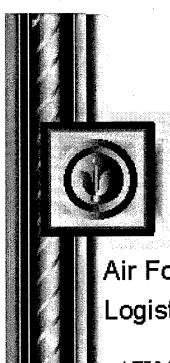
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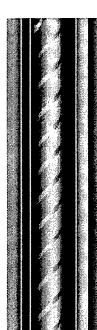
What Are Performance Based Service Contracts All About?

Air Force Logistics Management Agency

AFLMA/LGC 501 Ward Street MAFB Gunter Annex AL 36114-3236 1gc@aflma.gunter.af.mil





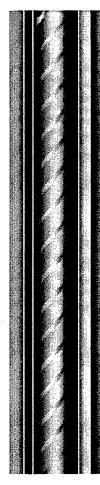


Overview

- Why PBSC
- What is PBSC
- How it works







It's about obtaining higher levels of contractor performance.

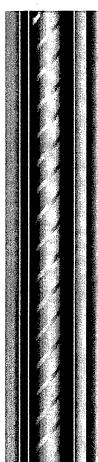
It's about nurturing a synergistic partnership.

It's about commercial contracting.

Source: "Acquisition Planning for Commercial Activities Competition"







#### Statutory Drivers

- Government Performance and Results Act
- Clinger-Cohen Act
- Government Management Reform
   Act
- Federal Activities Inventory Reform Act

Source: "Performance-Based Government: A New Way of Doing Business in Washington"





**Forward** 

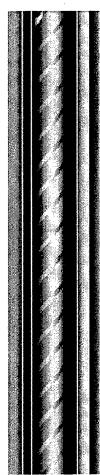
**Notes** 



General Observations About a Complex Market

- Low cost is rarely a primary consideration
  - High performance and ability to match needs
- Long-term relationships apply to simple and complex tasks
- Partnerships yields more bundled services
  - Bundles grow with more confidence

Source: RAND's "Commercial Sourcing: Patterns & Practices in Facility Management"



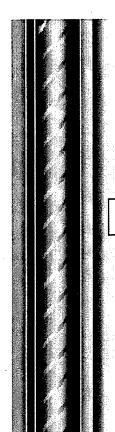
## Benefits of PBSC

- Achieves better prices and performance
- Clearly defines performance requirements
- Grants contractors flexibility
- Requires less surveillance
- Motivates contractors towards innovation

Source: HQ AFSPC/LGC



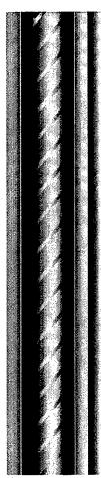




Review

- ◆ Why PBSC
- What is PBSC
- How it works





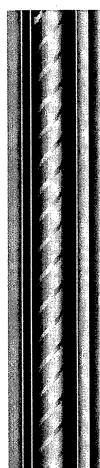
# Elements of a PBSC

- Outcome-based requirements document
- Clear, consistent, unambiguous, measurable performance standard
- Surveillance over contractor's inspection system, not duplicating it

Source: HQ AFSPC/LGC, emphasis added







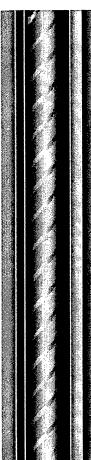
# PBSC is Also About...

- Performance standards
- Financial incentives
- Advanced measurement techniques
- Empowering contractors

Source: "The Basics of Perform unce-Based Contacts: Lessons From State and Local Governments"







# Just a Sample Change Food Service

### Old

### New

- Personal hygiene
- Health exams
- Food borne disease test
- Equipment & utensil cleaning
- Food preparation equipment cleaning
- Service equipment cleaning
- Dining area equipment cleaning

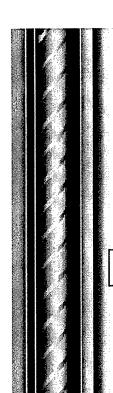
Comply with FDA

 Food Code which
 results in a
 satisfactory or
 better rating in
 health inspections

Source: HQ AFSPC/LGC





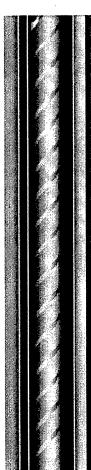


Review

- Why PBSC
- What is PBSC
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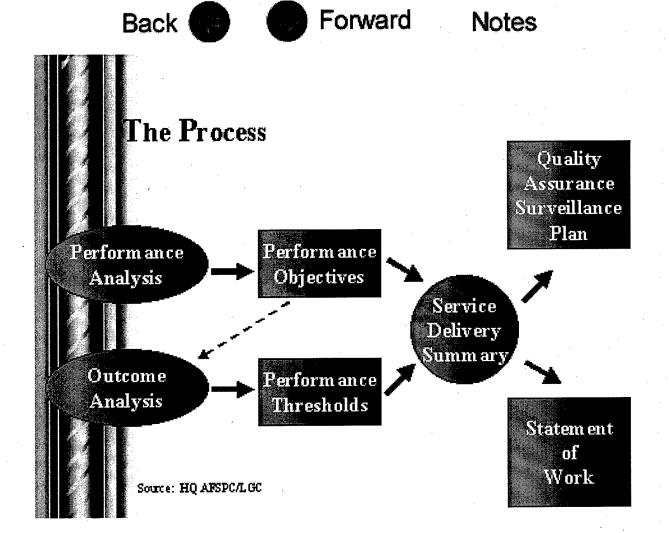




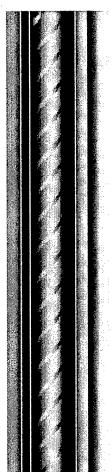
# 3 Simple Steps

- Design the SOW
- Incorporate incentives
- Monitor and evaluate performance

Source: "The Basics of Perform ance-Based Contacts: Lessons From State and Local Governments"







Review

- Why PBSC
- What is PBSC
- How it works

This block is a primer on Performance Based Service Contracts. It first addresses why service contract acquisitions have been changed. Then it describes what is meant by a performance-based contract. Finally, it shows how it all works.

What is PBSC?

CS&P

Why firms outsource

Bundling

CS&Piritiatives

A-76 experiences

Teaming in Government

Partnering With Industry

Incentives

Return to Main

**Scenarios** 

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### 13. SUPPLEMENTARY NOTES

This site is available on the World Wide Web at: http://www.il.hq.af.mil/aflma/lgc/pbsc/frameset3.htm. SAF/PAS approval # 99-0520 dated Jun 8, 1999.

### 14. ABSTRACT

Replete information exists within federal government agencies. However, a one-stop-shop service does not exist for Air Force contracting professionals who must learn the sweeping changes of Performance-Based Service Contracts (PBSC). This project includes a web-based central repository of PBSC knowledge. The objectives, or deliverables, will be available for downloading at this center. Contracting, functional customers, and contractors are the target audience. Partnering efforts include AFSPC/LGC, PACAF/LGC, and RAND. This training web site was the official Air Force Online training for PBSC during 1999 Acquisition & Logistics Reform Week, 7 - 11 Jun 99.

### 15. SUBJECT TERMS

Performance Management; Performance Measurement; Performance-Based; services; results;

AFI 63-124; performance-based service contracts

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# Performance Based Services An Executive Summary

# Air Force Logistics Management Agency

AFLMA/LGC 501 Ward Street MAFB Gunter Annex AL 36114-3236 1gc@aflma.gunter.af.mi1





# Overview • Why PBSC • Top-level commitments





It's about obtaining higher levels of contractor performance.

It's about nurturing a synergistic partnership.

It's about commercial contracting.

Source: "Acquisition Planning for Commercial Activities Competition"

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Source: HQ AFSPC/LGC





# Review • Why PBSC • Top-level commitments





# Top-Level Commitments

- The President's FY99 Budget includes converting service contracts to PBSC methods
- · OFPP Pilot Project demonstrated validity
  - 15% price reduction
  - 18% increase in customer satisfaction
  - Validated 20 years of positive experiences

Source: Memo, DUSD(AR), 2 Jul 98





# AF Commitment to PBSC • PBSC affects "Big Rocks" - Commercial Contracting - CS&P - Past Performance - Reengineering Source Selection Process \* Reengineering Services Buying





# Review • Why PBSC • Top-level commitments









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